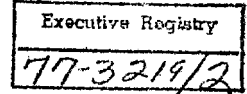


OTR 77-7175

3 March 1977



MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater
Director of Training

SUBJECT : Creativity, Controls, and Ethics

1. This memorandum is to advise you of actions being taken as a result of the meeting with the ADCI on "creativity" held on 7 February 1977. At that meeting the Office of Training (OTR) was charged with introducing special seminars into the curricula of the Senior Seminar and Midcareer Course to discuss creativity, controls, and ethics. Accordingly, subtopics related to these areas of interest are being compiled by working groups within OTR. The curricula of the two courses are being adjusted to provide a period for discussion of a particular subtopic to be selected by each class. The classes may select subtopics not provided by OTR if these are considered by the course leaders and the Center for the Study of Intelligence to be appropriate.

2. The results of these seminars will be written up and reviewed to determine if any central themes are emerging. If central themes of interest emerge from these discussions, an Agency symposium will then be proposed to discuss the themes and proposals for further advisable action.

3. In addition to the above, the subject of creativity will be covered in the curriculum of the new "Program in Creative Management." As reported to you earlier, this training is being tailored after the program developed by the Center for Creative Leadership, Greensboro, North Carolina. The program is designed for mid-level managers and will devote one full day to "creativity." This session permits the participants to cover the mental processes related to creativity and provides an opportunity to work with live problems from different and unique perspectives. In addition to this coverage of how creativity develops and functions, the Program in Creative

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Creativity, Controls, and Ethics

FROM:

Director of Training

EXTENSION

NO.

OTR 77-7175

DATE

3 March 1977

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1. EO/ DDA

4 MAR 1977

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ADDA

7 MAR 1977

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DDA

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FORM 3-62

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Executive Registry

77-3219

19 January 1977 (Ref 76-10215-
DDA

MEMORANDUM FOR: Director of Training

FROM : [REDACTED]
Director, Center for the Study of Intelligence

SUBJECT : Second Seminar on Ethics and Creativity in
the CIA

1. A relatively young group of Agency officers, male and female, black and white, comprised the second seminar on ethics and creativity [REDACTED] on 17-18 January.

2. The group did not depart radically from the attitudes expressed in the first seminar report, although it added some additional perspectives:

--It was much more concerned than the seniors with the inadequacy of present Agency communications across bureaucratic and other compartmented walls.

--It expressed a stronger need for better articulation down the line by management of Agency aims and goals, especially the reasoning behind our choice of policies and objectives, believing this would improve initiative and creativity. (Repeatedly, the group noted instances of confusion in the ranks over the what and why of Agency policy on all types of matters.)

--A big way to improve initiative and creativity is to improve both our formal and informal systems of acknowledging and complimenting the suggestions and contributions of employees.

--On ethics, the group admitted to the importance of proper standards in Agency activities, but stressed that the ethics of administration and management of people in the Agency was on a par in importance.

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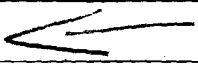


SUBJECT: Second Seminar on Ethics and Creativity in the CIA

--The best way to raise ethical horizons in CIA, according to the group, is to encourage much more opportunity in training formats, deliberate discussion groups, employee convocations and the like to raise and confront ethical issues.

3. We plan to produce the views of the second group in a more detailed report for submission to the DDCI along with a proposal that he authorize a project at the Center to study ethical issues in the Agency in detail, utilizing the services of a standing discussion group of mixed Agency officers who could probe the subject more deeply.

STAT



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